

Annex 2 : Detailed Recommendations for the Private Sector Recovery Plan

Intervention	Brief Description	Recommended Actions & Responsible Institutions		
		Private Sector	Government	Development Partners
<i>Immediate</i>				
COVID-19 pandemic relief fund	<p><u>Adjustments to improve the impact on economic recovery:</u> Wage subsidy: Extend current wage subsidies until September 2020 for the tourism sector, which has been hardest hit by the COVID-19 crisis and for those companies that can prove that due to imported input supply shortages cannot return to full operation. CEDA Emergency Relief Fund: a. Recapitalise the fund in order to meet the demand. b. Provide loans without penalising those who could not repay CEDA loans in the past three months due to the COVID-19. c. Provide a repayment holiday of six months for CEDA loans. d. Ensure functioning of independent appeals process for CEDA assistance e. Adjust CEDA interest rates to not exceed commercial bank interest rates Loan guarantees: - Uptake will require stringent monitoring to ensure access for those in need and relevance. - Provide an independent appeals process for government guarantees Rental support scheme: A new scheme by the government for landlords to provide a three-month rental payment holiday to help property owners depending on rental income and companies to maintain liquidity. Communicate business support relief fund interventions clearly, making access to the information easy, such as through a dedicated website or even a hotline.</p>	<p>Business Botswana: Continuous dialogue on loan guarantees to evaluate how effective they are</p>	<p>Implementation of suggested adjustments</p>	
Banking Sector COVID-19 relief	<p>Ease loan repayment burdens and facilitate recovery for firms under COVID-19 induced distress. Additional measures proposed are removal of interest compounding on arrears and conversion of loan repayment arrears on business premises into a three months interest free loan.</p>	<p>Commercial banks to provide loan repayment holidays without interest compounding Business Botswana Finance Sector to agree with banks on not compounding interest</p>	<p>MFED: to negotiate a general agreement on loan repayment holidays for businesses in need</p>	
Business Health and Safety committee	<p>Establishment of a committee with government and business representatives that aims to address the health and safety risks for businesses as they open up as well as in the event there is a surge in cases</p>			
Tourism sector emergency plan	<p>The tourism sector is the hardest hit sector by the COVID-19 crisis as international travel is not expected to resume to pre-crisis levels within the next months. In particular SMEs are struggling to survive in light of their current complete loss of turnover. Business Botswana Tourism Sector will work with the government in order to elaborate an emergency support plan. Elements of the programme could include continuation of the wage subsidy, concessional credit for operational capital for reopening tourism SMEs, and a reopening of business travel, and adjustment of regulated prices to reflect the cost of social distancing.</p>	<p>Business Botswana Tourism Sector to agree on prioritised interventions needed and engage with Government.</p>		
Amendment of Education Act	<p>Amendment of the Education Act in order to consider online provision of schooling as constituting the 180 to 200 days requirement for an academic year.</p>		<p>MBE to amend the Education Act</p>	

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Short to medium term				
Diversify local supply chains	<p>Concerted, private-sector led effort to tap into opportunities for increased local sourcing due to disrupted international supply chains: support the development and growth of manufacturing and service SMEs, strengthen business to business linkages, especially between SMEs and large firms, create jobs and diversify the economy through the domestication of the production and supply of raw materials, components and services. The key areas of focus are management, mentoring, quality management and assurance, skills transfer, technological uptake, competitiveness upgrading and marketing. The strategic areas of focus are mining, manufacturing, tourism, retail and ICT. Manufacturing and agriculture could be the biggest beneficiaries in terms of firms created, output and revenue. Opportunities in manufacturing include for example fertiliser in support of agriculture, or construction materials such as bricks and cement.</p> <p>Activities include:</p> <ul style="list-style-type: none"> - Technical assistance by buying companies/sectors to help meeting quality requirements - Buying guarantees by companies - Provision of specialised loans to support start-up or diversification of manufacturing - Private sector-driven support to financing (private equity fund, credit guarantees etc). - Provision of targeted business development services - Decreased cost of product certification - Ensure quality standards of competing imported products - Creation of a one-stop-shop for business registration through the Online Business Registration System (ORBS) as foreseen in the budget 2020/2021 	<p>Business Botswana, relevant sectoral associations and individual companies:</p> <ul style="list-style-type: none"> - Actively try to source locally, encourage new local production of imported input supplies - Offer technical assistance (in particular with regards to quality) to suppliers - For start-ups offer buying guarantees when quality standards are met to help supplier recoup investment cost - Encourage larger firms to support supplier MSMEs through supplier finance such as credit guarantees, linked to corporate taxes paid in the previous year - Encourage factoring and private equity fund investees to support suppliers 	<p>CEDA: Significantly expand the range of products for the "Essential supplies loan"</p> <p>MFED:</p> <ul style="list-style-type: none"> - Provide a special loan guarantees scheme for companies/start-up intending to locally produce typically imported supplies and/or putting in place a movable collateral registry to support loans for SMEs. - Speed up efforts foreseen in the budget 2020/2021 to create a one-stop-shop for business registration through the Online Business Registration System (ORBS). <p>BOBS: Reduce certification cost</p> <p>MITI: Establishment of Online Business Registration System</p>	<p>UNDP Supplier Development Programme for business development services:</p> <ul style="list-style-type: none"> - consider further sectors - ensure self-sustainability of commercial business development service providers without third party coordination <p>UNDP/UNCDF to provide technical assistance to new governmental or private sector driven financing mechanisms (movable collateral registry, private equity funds etc)</p>
Local Contractor Development through Public Works	<p>Expediate investments in critical infrastructure and ensure the use of local-resource based methods and technologies (LRBM) to maximise the use of labour and use of local inputs to the extent economically feasible. Infrastructure necessary to fight the COVID-19 pandemic, such as health care facilities, increasing the availability of water, upgrading of school sanitation and police stations etc will be prioritised. Maintenance should be integrated in infrastructure development plans to increase long-term job creation. Similarly, the public works programme Ipelegeng should use LRBM to ensure maximisation of local resource use and allow the private sector to be part of the scheme. This will require adequate capacity building of government and private sector in using LRBM.</p> <p>Further activities in support of the local construction sector include:</p> <ul style="list-style-type: none"> - Formulation of a dashboard for citizen contractors in Grade E - Establishment of a performance scoring card for consultants and contractors in public infrastructure/works projects - Establishment a partnership with the Local Entrepreneurship Agency (LEA) for entrepreneurship development in the local construction sector as well as business clinics for start-ups in the constructions sector - Implementation of the Construction Industry Regulatory Act (CIRA) 	<p>Construction firms: implementation of infrastructure works and maintenance</p>	<p>MIHD:</p> <ul style="list-style-type: none"> - Funding and planning of public works - Expedite implementation of CIRA - dashboard for citizen contractors Grade E - Establishment of performance scoring card <p>LEA: business clinics and tailored business development for construction sector</p> <p>Change the Ipelegeng to be based on LRBM</p>	<p>ILO and/or UNDP: Capacity building support to Government and Private Sector on LRBM</p>

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<p>Developing commercial agricultural value chains</p>	<p>Given the difficulties international supply chains face, there is heightened opportunity to better develop agricultural value chains in Botswana, in particular horticulture, small stock, dairy, beef. It is critical to develop a commercially oriented agriculture sector that is enable to contribute more to Botswana's economy. The root causes of constraints will need to be identified in each value chain before addressing bottlenecks, such as finding out the underlying reason for the inavailability of appropriate extension services or lack of access to finance. Possible interventions include:</p> <ul style="list-style-type: none"> - In horticulture, commercial outgrower schemes or contract farming between traders or supermarket chains that support farmers in producing quantities and qualities as per the defined need while guaranteeing uptake of harvest, in particular at urban and peri-urban areas and led by youth and women enterprises. - Embedded provision of extension services by relevant actors up-or downstream of the value chain (eg input suppliers, traders). - Accelerated improvement of the quality of stock and animal husbandry techniques in each small stock category through intensive extension services - Development of marketing channels for each category of produce of small stock - Supporting the aggregation of produce/animals. - Building a finance model to support on farm and work capital investment linked to the output market and the production companies - Further develop functions within the small stock and dairy value chain (input supply, service provision etc) - Facilitating farmers' access to quality dairy stock and genetic materials to improve herd quality, size and yield - Improve availability of stockfeeds and supplementary feeding for dairy animals and access to veterinary supplies - Improving access to essential infrastructure such as water and electricity in production areas (for example through subsidising solar energy) - Easing regulations to allow engaging foreign labour when required - Social marketing campaign to convince local consumers to buy local produce 	<p>Business Botswana Agriculture Sector:</p> <ul style="list-style-type: none"> - Identify opportunities for businesses in specific value chains - Encourage input suppliers and traders/retailers/processing firms to provide embedded extension services - Support negotiation of outgrower schemes or contract farming approaches between farmers and traders/retailers - Development of marketing channels of small stock potentially through outgrower schemes, aggregation of animals etc - Encourage the start-up of cattle support service providers (combining veterinary support, provision of input supplies, advice and technical assistance for breeding techniques etc) as well as fodder production or maintenance of equipment - Encourage farmer to obtain GlobalGAP certification - Develop proposal to government to reorient existing agricultural support programmes to ensure commercially oriented agriculture - Enhance partnership between universities and private sector and industry players on product development and diversification. 	<p>MOAFS:</p> <ul style="list-style-type: none"> - Reorient existing/appropriated funding and programming, including COVID-19 interventions to support market-based, private-sector driven initiatives where necessary (eg construction of produce aggregation centres) - Increased and improved extension service provision and education on importance and commercial relevance of vaccination and more suitable breeds - Capacitate the National Agro-Processing (NAPRO) plant - Demonopolise meat processing and review role of BMC - Facilitate access to energy saving technologies for irrigation in small holder horticulture - Train growers and extension agents in pesticides handling; integrated pest management practices; and national food safety standards; - Enhance growers' access and use of low risk pesticides; - Establish functional community based pest surveillance and early warning system; - Promote use of biocontrol solutions; - Create awareness on importance of quality standards - Continued support to and engagement of youth and women in small stock value chains to be strengthened with complimentary training in agribusiness, financial literacy and husbandry skills development. - Facilitate and support involvement of more local producers in hatchery and supply of day old chicks and layers in the poultry industry (especially youth) <p>Funding for essential infrastructure</p> <p>Improved regulation of timely access to foreign labour</p>	<p>UNDP:</p> <ul style="list-style-type: none"> - Support for systemic value chain analysis and development - Continued technical assistance to NAPRO - Support to establishing business up- and downstream agricultural value chains, potentially through business plan competitions and youth acceleration programmes <p>FAO:</p> <ul style="list-style-type: none"> - Support government in developing and exploring innovative models for technology transfer to strengthen and supplement governmental extension services - Technical support for industry capacity strengthening in food safety and codex standards in relation to chemical residues in horticultural products. - Support producer associations to develop organized markets and auctions for small ruminants to reduce fragmentation and transaction costs - Systemic analysis of the poultry value chain to develop appropriate strategies for full participation of youth and women
<p>Market Intelligence for Advocacy</p>	<p>Improved market intelligence to strengthen the business sector's advocacy for policy and strategy reforms as well as strategic investments.</p> <p>a) Strengthening data capabilities for monitoring the performance of the private sector and the business environment. This means identifying and tracking appropriate indicators</p> <p>b) Initiating a flagship diagnostic biennial publication in the mould of the Enterprise Monitor that provides robust analysis of the health of business (performance, challenges and opportunities) and the business environment and serves as a critical reference for investors in and outside the country. Observations and recommendations from the report will inform engagement with stakeholders at forums such as the ABF and the HLCC.</p>	<p>Business Botswana: funding and implementation</p>	<p>UNDP: Technical assistance to BB</p>	

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Occupational Safety and Health (OSH) Standards	<p>The current health pandemic further underlines the need for appropriate OSH standards to be adhered to by all players. A revision of OSH standards currently in place is necessary and requires concerted actions such as:</p> <ul style="list-style-type: none"> - Consolidation of an updated national OSH policy - Review, improvement and agreement on minimum OSH on a sectoral basis (following the example of the construction sector) - Adoption and implementation of adequate individualised OSH policies by companies - Strict adherence to OSH standards - Provision of support to companies regarding establishment of OSH policies 	<p>Business Botswana, sectoral association and companies:</p> <ul style="list-style-type: none"> - Proactive deliberation of sectoral OSH standards - Proactive collaboration with Government on developing OSH policy - Individual OSH policies at company level - Strict adherence to OSH standards 	<p>MELPSD: national OSH policy</p>	<p>ILO:</p> <ul style="list-style-type: none"> - Technical assistance to MELPSD re OSH policy - Capacity building for selected sectors (such as possible manufacturing or construction) - Capacity building to business development service providers to increase their services on OSH
Efficiency and Competitiveness Enhancing Regulatory and Public Sector Reforms	<p>Public Sector Initiative to improve the efficiency and effectiveness of the public sector, improve overall productivity and competitiveness and strengthen the doing business environment. The key interventions are:</p> <ul style="list-style-type: none"> - Rationalisation of Public Enterprises (PEs), including a review of mandates and business cases with a view to eliminating redundancy and mandate overlaps through consolidation and closures as foreseen in the budget 2020/2021. For instance, BDC, CEDA, BITC, SPEDU and LEA have significant mandate overlaps - Introducing best practice corporate governance standards in the PE sector, in particular, merit-based appointments to boards, cessation of incestuous board appointments (CEOs of PEs sitting in each other's boards) and empowering the PEs' boards to carry out all normal board functions, including appointing Senior Managers, and limiting the government's role in PEs appointing boards, defining mandates, setting performance benchmarks and holding the board and management to account. - Introduction of best practice laws on conflict of interest, insider trading and disclosure of interests for civil servants and the executive, including repeal of the government's decision to allow public servants to run businesses whilst employed by government - Develop a competitive market-based remuneration system for the public service and do away with the Scarce Allowance and other allowance designs to narrow the gap between public sector pay and market value for certain cadres, e.g., doctors, engineers and architects - Undertake the requisite research to inform any necessary reviews of legislation to facilitate the diversification of agriculture into high value cash crops such as cannabis 		<p>MFED: Undertake requisite assessments/reviews and initiate reforms</p>	
Spatially-improved, women friendly and safe market spaces & use markets for communication on COVID-19 risk prevention	<p>In order to protect the informal sector, and in particular women, invest efforts and resources to make marketplaces accessible, more hygienic and safe, in particular for women entrepreneurs.</p> <p>Leverage the social aspect of market to promote COVID-19 risk prevention messaging.</p>		<p>MITI: Investment in improved and safe market spaces</p>	
Medium to Long Term				
Establish a contributory unemployment insurance fund	<p>Expedite efforts in designing and establishing a contributory and compulsory unemployment insurance fund</p>	<p>Business Botswana:</p> <ul style="list-style-type: none"> - Sensitize members to the idea of a contributory unemployment insurance fund whereby workers and employers contribute - Consider other social insurance options, such as sickness, maternity and invalidity benefits 	<p>MELPSD: Pursue and speed up efforts to establish an unemployment insurance fund</p>	<p>ILO: technical assistance to MELPSD and BB</p>
Foster the development of cash transfer programmes	<p>Replacing some social protection programmes that provide in-kind support, such as the Vulnerable Groups Feeding Programme (VGFP) with cash transfers to increase consumer purchasing power.</p> <p>Moreover, allowing the private sector to participate in school meal programmes will be beneficial.</p>	<p>Business Botswana retail and banking sectors to work with the government in designing appropriate cash transfer programmes, potentially using e-cards.</p>	<p>Replace suitable in-kind distribution with cash transfers</p> <p>Allow private sector to participate in school meals programmes</p>	
Revision of labour law	<p>Continue the process of revising labour laws. Consider the inclusion of minimum standards for teleworking.</p>	<p>Business Botswana: Proactively provide inputs to MELPSP</p>	<p>MELPSD: Continue efforts in revision of labour law</p>	

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Support to female high-growth entrepreneurs	Proposed activities: - Targeted management training for high-growth women entrepreneurs - Business plan competitions to identify high growth women entrepreneurs, coupled with management training - Training, apprenticeship, mentoring programmes to expose women to male-dominated sectors	Business Botswana: - Offer targeted training for women entrepreneurs - With sectoral associations in male dominated sectors design and offer training and mentorship programmes for women	LEA: Targeted management training for women MELPSD: Training and apprenticeship programmes for women in male-dominated sectors	UNDP: - Support to organising business plan competitions - Support to developing training, apprenticeship and mentoring programmes for women
Support to youth-owned enterprises and start-ups	Proposed measures: - Mentorship, business angel and other similar support schemes - Business acceleration programmes including access to finance, incubation, market access and governance - Increased use of existing LEA business incubation centres - Create incentives for channelling corporate social investment resources into Impact Incubators to support youth entrepreneurship such in areas such as ICT, Creative Industries, Finance, transport & logistics and tourism. - Reform the Youth Development Fund, and in particular, strengthen capacity for project appraisal, raise the funding ceiling to at least P500,000 and introduce a loan guarantee component for outstanding projects above the ceiling	Business Botswana: - Design mentorship, business angel and other support schemes for youth entrepreneurs and start-up in particular in the ITC sector - Encourage collaboration of such programmes with the business incubation centres - Support the establishment of impact incubators in particular through members putting forth CSR investment	MITI/LEA: - Design and establish business acceleration programmes in particular in sector such as ITC - Create impact incubators - Reform Youth Development Fund	UNDP: - Technical assistance to establishment of impact incubators and business acceleration programmes
Improved skills development	Increased efforts are needed to address the skills mismatch. In particular efforts that involve a collaboration between government and the private sector are highly encouraged. Private sector initiative to develop industry relevant skills and reduce the incidence of skills mismatch through: a) industry/sector specific programmes for the continuous development of artisan, professional, management and leadership skills through both direct and online tuition; b) close engagement with ETPs to drive their curricula towards market-relevant skills and attributes, now and in the future, e.g. data analytics, critical thinking, problem solving skills, initiative, communication skills, and; c) robust attachment, coaching and mentorship programmes. Business Botswana sectors should partner with the Human Resource Development Council (HRDC) in programme development to ensure both alignment with the National Human Resource Development Plan and access to HRDC in-house and funded technical support. They should also explore possibilities for having some of their programmes custom-made and mounted by existing ETPs. The financial services sector has taken the lead with Botswana Institute of Banking and Finance.	Business Botswana: - Offer support to members in designing skills development initiatives to encourage greater use of the training levy fund - Develop jointly with sector associations and the government skills development initiatives	MELPSD/HRDC: - Partner with the private sector on skills development - Review the approach of the Human Resource Development Council - Improve the governance of the training levy fund BQA: Programme review, accreditation and standards	UNDP and/or ILO: - Technical assistance to development of private sector led skills development initiatives
Expanding and upgrading the quality of business development and support services	Private sector-led initiative to organise and strengthen the delivery capacities of providers of business development and support services. Key interventions include: a) development of an industry association to facilitate the development and regulation of the business development and support services industry; b) development of industry standards and codes of conduct and; c) facilitation of business to business relationships between large firms in the industry (domestic and foreign) and smaller players to build capacity and; d) facilitation of market access. The association is a critical instrument for ensuring self-regulation by the industry, facilitating access to up to date information on the state of knowledge in the industry and creating a knowledge exchange platform for members and other stakeholders, including client institutions.	Business Botswana: Facilitation market access, training and monitoring Large Firms: Supplier Development	LEA & HRDC: Training BQA: Quality Assurance	UNDP: Technical assistance

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Tourism development initiative	<p>Private sector and government partnership to save tourism businesses in the wake of the devastation of COVID-19 and reimagine travel and tourism to build a more diversified, more dynamic and more resilient industry. The core elements of the initiative are:</p> <p>a) Improved governance of Botswana's tourism, the key priorities being: i) a Tourism Strategy and Master Plan and development of statistical capacity; ii) restructuring the Botswana Tourism Organisation to create a more effective and stakeholder driven institution (at least half of board members appointed by the private sector stakeholders), enhancement of technical capacity, expansion of mandate to include the development of tourism, effective community engagement and equitable benefit-sharing;</p> <p>b) Preservation of tourism assets - natural capital (fauna, flora and scenic resources) and cultural resources, the critical elements being effective protection of wildlife;</p> <p>c) Modernisation and development of the sector, the key priorities being product and destination diversification, in-country value retention, technological upgrading and skills upgrading, strategic infrastructure development, e.g., airstrips, roads and electricity (green energy), a Parks Board to professionalise the management of National Parks and Game Reserves and unlock untapped potential, development of community tourism, and;</p> <p>d) Improved Disaster Preparedness: The industry should develop a disaster response strategy, including exploring a tourism disaster-relief fund and other innovative products for managing and mitigating risks. A percentage of the tourism levy, perhaps with a modest increase, could be used to build the tourism disaster relief fund.</p>	<p>HATAB (Advocacy, coordination and facilitation); Firms (skills & technological upgrading, Risk Management Products))</p>	<p>MFED (Financing and programme/project appraisal); MENCT (strategic planning, policy and governance reforms)</p>	<p>UNDP: Technical assistance to HATAB</p>
Expanding government revenue to fund longer-term private sector recovery	<p>Improved tax collection and an earmarked infrastructure tax to fund Infrastructure expansion. The key options are an increase in VAT to 15% (harmonisation with SADC members), a carbon tax, or taxation of internet sales and digital services.</p> <p>Furthermore, another potential revenue source could be the compulsory contribution by large, profit-making firms of 5 to 10% as Corporate Social Responsibility expense, which will be income tax deductible.</p>	<p>Business Botswana: Develop a plan for government revenue expansion approved by BB membership</p>	<p>MFED: Review options and implement most suitable revenue expansion pathways</p>	
Strategic Infrastructure Development	<p>Ambitious initiative to accelerate economic recovery and transform the economy through catalytic and efficiency enhancing investment in infrastructure to support strategic sectors and initiatives. The core components of the programme are:</p> <ul style="list-style-type: none"> - Rail connection between Botswana and Zimbabwe to support the movement of bulk goods from South Africa to the countries North of Botswana and back south. - ICT Infrastructure to improve broadband and undergird digital transformation in both the public service and the private sector and support innovation and the development of the ICT sector as an industry. - Accelerated incentive-based development of small to medium scale solar power generation plants to deliver electricity to remote areas and farms. Will improve efficiency in efficiency in agriculture and catalyse an industry that could see Botswana go green within two decades. It may help to create an Infrastructure Advisory Board as light-footed implementing mechanism. <p>To support the financing of such huge infrastructure investments, the Public-Private Partnerships regulation should be expedited as is foreseen in the 2020/2021 budget.</p>	<p>Business Botswana:</p> <ul style="list-style-type: none"> - Support the prioritisation of key infrastructure - Agree on a list of potential infrastructure projects that would be suitable to be operated through PPPs - Recommend a few smaller-scale projects to government to serve as a pilot to test PPPs - Identify and recommend to government stringent contractual arrangements for pilot PPPs to allow them to be implemented prior to adoption of PPP legislation (foreseen in Gov budget 2020/2021). <p>Private sector to provide financing through PPPs</p>	<p>GoB: Create Infrastructure Advisory Board</p> <p>MFED:</p> <ul style="list-style-type: none"> - Enact PPP regulation 	
Transport, Logistics and Commerce Hub	<p>Development of a Regional Transport, Logistics and Commerce Hub in the Francistown Special Economic Zone (SEZ) to provide efficient rail, freight and road transport between Botswana and South Africa in the South and Zimbabwe, Malawi, Mozambique and the DRC to the North and to create an alternative air transit point for Direct flights from Europe, Asia and North America for passengers bound to the SADC countries north of Botswana. Could potentially transform tourism (shift from an add on to primary destination), commerce (Francistown servicing Northern SADC states) and create up 20,000 jobs.</p>	<p>Private Sector:</p> <ul style="list-style-type: none"> - Provide funding through PPPs - Supporting finding investors for the Francistown SEZ. 	<p>Implementing: MTC, MIH, MMGE, Funding: MFED (Infrastructure Tax)</p>	
Complete Special Economic Zones Development	<p>Ensure continued funding for the realisation of existing plans to develop SEZs. Initially prioritise SSKIA – Sir Seretse Khama International Airport, Fairgrounds, Lobatse and Francistown SEZs.</p>	<p>Support SEZA in finding investors</p>		

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Accelerating the development of the ICT industry and the digitisation of the economy	To allow Botswanan economy to be transformed into a "knowledge economy" as highlighted by the Minister of Finance and Economic Development in his 2020 budget speech, the proposed initiative aims to accelerate the development of the ICT industry in Botswana and maximise its transformative power to bring more players, especially SMEs, into the economy; accelerate economic efficiency, growth; digitise and modernise the economy; create high value jobs and advance the cause of citizen economic empowerment. The key interventions under this initiative are: a) expeditious implementation of the Digital Transformation Strategy, especially in key sectors such as education, the public service, financial services, agriculture, tourism, and mining; b) the creation of a viable ecosystem for content development (e-services), with priority given to e-learning, e-commerce, e-government, and entertainment; c) infrastructure development to improve the accessibility of high speed connectivity; d) impact incubation, with to support technology SMEs and young innovators (an appropriate incentive regime must be developed to attract CSI into Impact Incubation); e) development of the BIH campus into a first rate technology park/zone, and; f) public procurement reforms to progressively domesticate the supply of ICT services to public institutions and facilitate meaningful joint venture partnerships (by value, content of work and skills and technology transfer) between citizen and foreign companies. It is suggested that foreign companies be eligible for public ICT tenders only if they meet a 30% minimum threshold for citizen participation in terms of contract value, with clear correlation between the citizen share of the contract and the content of their work. All contracts involving citizens and foreign companies must be governed by the laws of Botswana.	Business Botswana: - Each sector to identify key opportunities for digital technologies to be uptaken within the sector (eg in tourism online booking and check-in) - Set in motion action plans to support the uptake of digital technologies for each relevant sector - Identify private sector funded initiatives to provide financing for ITC start-ups (private equity funds etc)	MFED (Financing and programme/project appraisal); MENCT (strategic planning, policy and governance reforms) MITI/LEA: - Design and establish business acceleration programmes in particular in sector such as ICT - Convert the Business Innovation Hub campus into an IT Zone that hosts upcoming and successful local companies similar to IT cities GoB: - Move ahead with digitalisation of payments (eg for public transportation), e-government services, e-education, online skills development or agricultural extension service provision and similar to spearhead the digitalisation of the economy.	UNDP: Technical assistance to impact incubators and business acceleration programmes for ITC start-ups
Maximising growth and transformation in the construction industry	An initiative to unlock the growth and transformative potential of the construction sector and advance the cause of citizen economic empowerment. The initiative proposes holistic development of the construction value chain. The priority interventions are: a) development of a growth and development strategy for the construction industry; b) development of competitive human capital for the industry at the artisan, professional and managerial levels through better alignment between training and skills development and the needs of the sector, and strong apprenticeship, mentorship and skills transfer programmes; c) review of procurement public regulations to ensure that foreign firms participate in public sector projects only through meaningful joint venture partnerships with citizen firms (at least 30% citizen participation, with commensurate responsibility and skills and technology transfer); d) unbundling large projects to broaden scope for participation by citizen firms; e) vesting control of aggregates used in construction, e.g., sand and gravel, in communities; f) improving the governance of the construction sector through the establishment of an advisory board and robust mechanisms for self-regulation and quality assurance.	Business Botswana Construction sector: - Develop a sector strategy, standards and quality assurance - support members in developing training and mentorship programmes - support creation of joint venture partnerships	MIHD: - policy and strategy reforms - capacity building	UNDP: Technical assistance to the BB construction sector
Enabling the Creative Industries to Thrive	Initiative to unlock the potential of creativity and the arts, one of world's most dynamic sectors, to create new business ventures, create jobs, strengthen communities, and build resilient local economies and a resilient national economy. Key interventions: • Develop incentives for impact investment in the creative industry • Develop creative infrastructure and physical spaces • Inclusion of the Creative, Arts and Media (CAMS) sector in the Cluster Development initiative • Completion of Digital Terrestrial Television (DTT) migration project and Analogue Switch off (ASO) • Establishing the National Arts Council • Introduction of Community Broadcasting	• Business Botswana - ICT Sector • Business Botswana - CAMS Sector • Business Botswana - Youth Sector	BOCRA: Implementation of National Broadband strategies MFDP: Funding for National Arts Council and tax incentives and rebates for the creative industry City Councils and Land boards: To avail land for creative infrastructure and physical spaces such as theatres / arts and craft markets MIH: To incorporate creative initiatives into land policies MOPAGPA/NSO: To review request for inclusion of CAMS sector in cluster development initiative MYESCD: Passing of Arts Council Bill into law and rapid implementation. BOCRA: To take advantage of ASO completion and new spectrum to introduce community broadcasting	UNESCO: to tap into funding for national arts council and arts initiatives UASF (Universal Access and Service Fund): to fund Set top boxes for DTT migration

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		Private Sector	Government	Development Partners
Reforming the country's Human Resource Development Programme	A collaborative initiative between the government and the private sector to build universally good and universally accessible education to produce globally competitive human capital. Human capital is the platform from which a nation's development aspirations are pursued. To this end, the proposed key interventions are: a) upgrading school infrastructure in terms of both quantity and quality, to meet the demands of building the quality of human capital Botswana desires; b) reviewing educational curricular to direct education and skills development towards the jobs of the future; c) development and implementation of a robust programme of Continuous Professional and Leadership Development for teaching, support and managerial personnel to build capacity to reorient education towards the STEM fields and soft skills (initiative, problem solving, critical thinking, communication etc.); d) digitisation of schools through ICT Infrastructure and affordable high speed Internet-Connectivity to facilitate learning in general and online learning in particular; e) reforming the governance of the education system to decentralise planning, and decision making to the regions/districts and schools; g) and increased funding for research and development; f) more effective governance of the training levy, including monitoring and evaluation systems, to minimise the risk of abuse and ensure efficient attainment desired results, i.e. improved skills and productivity. Overall, Botswana needs an education strategy that delivers both first rate public education and first-rate private education.	Business Botswana (Advocacy, and engagement) ETPs (Curriculum review, skills upgrading, infrastructure development)	MOBE, MOTE (policy, curriculum review, governance reforms); HRDC (Strategy, Human Resource Development); BQA (Quality Assurance)	
Accelerating Local Economic Development	Initiative is to strengthen districts to become viable agents of their own development and effective partners in the pursuit of priority national development goals. Key priorities include: a) Policy reforms, especially decentralisation to give local authorities (District, Town and City Councils) meaningful authority and capacity to manage development within their jurisdictions and create conditions for investment, economic growth and employment creation, as foreseen in the budget 2020/2021. b) Roll out LED to all districts as proposed in the 2020/21 budget and build the data capabilities of local authorities to inform LED strategic planning, management and accountability c) Identify "ready jurisdictions" and support them in preparing robust Local Economy Assessments and transformational Local Economic Development strategies.	Business Botswana Local Business Associations: - Proactively contribute to local economic assessments and preparation of local economic development plans - Review the business plans brought forth by pilot LED districts with relevant sectors and identify members to look further into taking up these opportunities	Implementing: MLGRD Funding: MFED, MITI, CEDA, BITC, LEA	UNDP: Continued support Local Economic Development through designated programme, in particular providing technical assistance to local authorities in developing LED plans
Boosting the green economy	COVID-19 presents an opportunity to seriously support the greening of the economy. This would go throughout all sectors of the economy and should not be limited to for example renewable energy. Waste management and recycling opportunities remain untapped. Key interventions: - Specialised funding schemes such as government guarantees for green businesses, as well as private sector driven funding schemes benefiting from CSR - Specific attention to green businesses through business incubators, impact incubators and other youth entrepreneur support schemes - Larger firms to publicly present opportunities for green businesses and support start-ups Consider funding through a Carbon Tax	Business Botswana: - Support the creation of funding schemes for green businesses through CSR and other private sector funding - Identify green business opportunities (eg recycling of plastic bottles) that can be supported by larger firms through CSR and publicly encourage establishing such green businesses	MITI/LEA: - Design and establish green business funding and support schemes	UNDP: - Technical assistance to the development of innovative green businesses - Support to commercial waste management, recycling and renewable energy schemes

Intervention	Brief Description	Recommended Actions & Responsible Institutions		
		Private Sector	Government	Development Partners
<p>Delivering efficient, equitable and quality health services through effective public-private sector collaboration</p>	<p>An initiative to use the lessons learned from COVID-19 to build a robust and resilient health system to deliver efficient, equitable and quality health services: The private sector proposes the following key interventions:</p> <p>a) increased investment in health, from both public and private source, to support the development of adequate health infrastructure and service delivery capacity;</p> <p>b) improved governance of health to ensure efficient and effective collaboration between the public and private health care systems to deliver accessible, affordable and equitable quality health care for all as proposed in the document "Delivering Efficient, Equitable and Quality Health Services through Government-Private Sector Collaboration: A Road Map for the Botswana Private Sector towards achieving the goals of National Health Policy 2017 – 2022";</p> <p>c) Develop a National Health Financing Strategy to ensure better resource management;</p> <p>d) developing incentives, and building national capacity, for the manufacture of Pharmaceuticals and Other Medical Products to reduce the cost of medical supplies and create jobs;</p> <p>e) improving overall Supply Chain Management (SCM) to deliver an effective system that reduces inventory and cost, and ensures that high quality medical products are available in the right quantities, timely and without price gouging throughout the entire health system;</p> <p>f) an efficient and effective public-private partnership for pre-service and in-service (CPD) medical and health education to build a quantitatively and qualitatively sound skills base for accessible, affordable and equitable quality health care;</p> <p>g) an integrated and coordinated health information system to ensure availability, completeness, timeliness and accessibility of patient data and general health data for effective patient care and evidence-based policy, planning and implementation.</p>		<p>MOHW: policy, strategy, skills development, governance reforms HRDC: Strategy, Human Resource Development BQA: Quality Assurance</p>	<p>WHO: Technical Assistance</p>